

WOMEN IN LEADERSHIP 2019 EDITION

"THIS IS NOT JUST A WOMEN'S ISSUE –
IT IS AN ORGANIZATIONAL ISSUE."

6

HOW GREAT WOMEN LEAD

Inspiring stories from the CEO of Blue Circle Leadership Institute, Bonnie St. John.

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See how Rachel Cooke, COO at Brandon Hall Group, discussed the current state of women in leadership.

ON THE COVER: *Bank of America*

Bank of America has strong female representation at all levels of the organization, with more than 50% in its global workforce
and more...

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Sheri Bronstein, Bank of America Global Human Resources executive, and members of her team, including Cynthia Bowman, Lisa Masters, Josh Bronstein, Shawna Freeman, Lauren Hood, Calandra Jarrell and Namrata Yadav.

Brandon Hall
GROUP



A WAY FORWARD:
WOMEN IN LEADERSHIP SUMMIT
2018



A COMMUNITY OF CHAMPIONS



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Leadership and Inclusion

By Rachel Cooke, Chief Operating Officer, Brandon Hall Group

Each year we host our annual Women In Leadership Summit — part of our *A Way Forward* movement — to help make the world a better place through better workplaces, where there is gender balance in leadership and inclusion throughout.

This past June we welcomed a group of global women from various industries to participate in critical discussions and work through some of the most crucial challenges we face in the workforce each day.

During my welcome address I shared this quote from Sandra Day O'Connor, the first woman Justice on the United States Supreme Court in 1981:

“Society as a whole benefits immeasurably from a climate in which all persons, regardless of race or gender, may have the opportunity to earn respect, responsibility, advancement and remuneration based on ability.”

As a research and advisory firm focused on human capital management, our mission is to help companies perform better. I am very passionate



about improving gender balance in the workplace because I believe it makes companies better.

Gender balance is a very powerful concept to me. Do you remember dreaming about what your future might hold, and how exciting that was? But career development often unfolds very differently for men and women, even though they may be intelligent, dedicated and eager to succeed.

Our Women In Leadership study revealed that when it comes to executive roles, only 11% of firms said they are seeing gender parity. Women also remain underpaid, earning 81% of the median salary for men, according to the latest federal labor statistics.

But that's starting to change. And the changes are extremely encouraging.

For example, Bank of America uses recruiting technology to remove certain words in job applications that are considered more masculine to attract a more diverse talent pool. But BoA is among a very small group to leverage technology to remove gender bias. In fact, according to our research, only 6% of companies are doing something similar.



We need to work together to inform more people how to understand their biases and manage them. We need to train more people to appreciate the differences between genders and understand that gender balance — a blending of strengths — will lead to better management and a better workplace.

The time for progress is now. In fact, high-performing organizations have a significantly higher focus on fostering a culture of gender parity than other organizations.

75% of HiPos have established a culture that embraces women in leadership roles whereas only 58% of others have done the same.

65% of HiPos make an effort to advance women to leadership roles whereas only 45% of others do the same.

55% of HiPos have established a transparent succession process to all, including women whereas only 38% of others have done the same.

The sexual misconduct toward women that has been exposed in the last year, accentuated by the #MeToo movement, has also contributed to the creation of an unprecedented environment for change in our society and in our workplaces.

We need to take action and speak up when something doesn't seem right; we need to ask more questions. We must train our young people that this is not acceptable and there are consequences.

Jessica Bennet, gender editor at The New York Times and author of *Feminist Fight Club*, wrote an article about what's next. Here's an excerpt:

".. what comes next for a movement that upended the news cycle, captured the public zeitgeist, and hardly fatigued.

Were we worried about a backlash? (And what exactly was the backlash we were worried about?)

Would we see a kind of Mike Pence-ification of working relationships, where men would quite literally wall themselves off from women for fear of crossing a line that seemed to be in motion?

What would happen to after-work social events — or, more importantly, to male-female mentor relationships, something women already struggle to establish?

And at what point would the stories about individual cases turn into larger systemic action? 'The takeaway from this shouldn't be, men and women can't work together,' said Koa Beck, Jezebel website editor."

When it comes to leadership, we need to re-examine what is acceptable and effective. In the past it has been about control — assertiveness, decisiveness. Women have been told for years they are too nice and too collaborative to be great leaders. But it isn't that women aren't capable. It's more about confidence, and often women are uncertain that they are ready for a position, while men often fake until they make it. That's how they have been brought up, what they learned in school, and it is engrained in the culture and society we live in.

Being a leader is aligning your purpose to inspire others to achieve and motivate them to succeed. This is applicable for men and women. The style of leadership can vary, but you must inspire and motivate others to achieve their greatest potential.



KEYNOTE:

How Great Women Lead

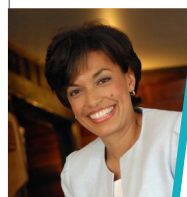
[Listen to the Recording](#)



Bonnie opened the Summit with an inspiring talk about her life, her career, her book and the lessons learned from researching and writing it with her daughter. Because of her gender, race and physical challenges, Bonnie had to work extra-hard but learned many valuable lessons along the way.

She went on to mention that one of the things she loves most about the annual WIL Summit is that it's a powerful, power-packed group of women coming together to share and receive practical ideas to make a big difference and make real change. "It's a get-it-done kind of group."

PRESENTER



Bonnie St. John

Chief Executive Officer
Blue Circle Leadership
Institute



Despite having her right leg amputated at age five, Bonnie St. John became the first African-American ever to win medals in Winter Olympics competition, taking home a silver and two bronze medals at the 1984 Winter Paralympics in Innsbruck, Austria.

She shared with the audience one of the hardest things she has ever had to do — go back to the hospital where her leg was amputated. She was invited back to speak to a group of teenagers who were all in wheelchairs, casts and hooked up to IVs. As she walked the halls, she realized that it was like time travel into the past for her but a look into the future for them. They were able to see where she ended up years after her own trying experiences at that very hospital.

Toward the end of her visit, one of the patient's mothers asks her, "will my son lead a normal life?" to which Bonnie replied, "No. Aim higher." She struggled with always wanting to be normal,

*Normal is over-rated.
Aim higher.*

like many others do in other areas of their lives — whether it be race or gender. "Being a black woman and being a woman in a man's world, we sometimes feel like if we could just be like the

guys, everything would work." But being normal doesn't make everything all right.

She shares that story in the context of women's leadership because so often what's considered "normal" leadership is male. Speaking to women's natural communication style as an advantage — women are less authoritarian and more collaborative. Bonnie said West Point stopped teaching command and control in the '90s. Now, they teach more flexible styles of power. Also, women tend to be more multi-faceted than men, which also means they have to be more flexible, an important leadership trait.

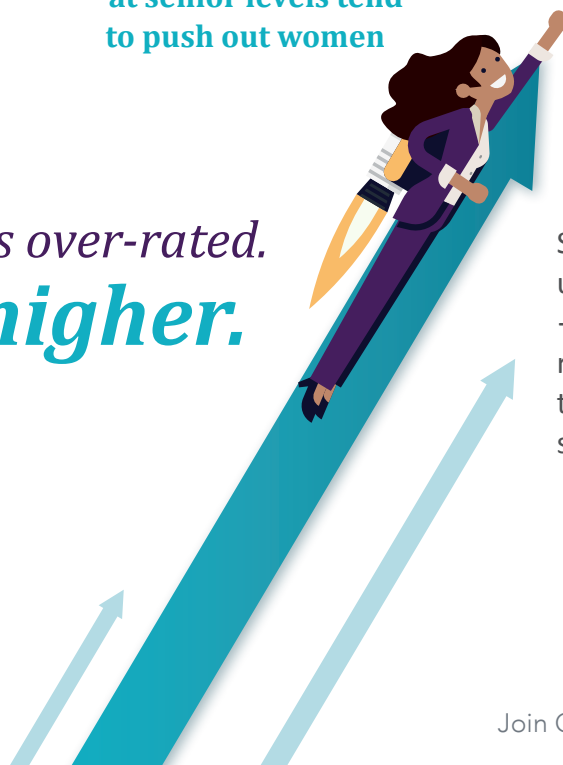
In a conversation that she had with the CEO of Ford, he said,

"The reason why men at senior levels tend to push out women

is because men have a get-it-done kind of attitude and women get in the way of that by asking too many questions and slowing things down. But my career has been so successful because I have deliberately brought women into senior leadership BECAUSE they ask questions, they change the conversation and force us to innovate. And not JUST get it done."

She also spoke about the importance of women supporting each other and said that when she worked in the White House during the Clinton Administration, women realized they were in a minority among the president's staff so they agreed to be supportive of each other. This helps amplify women's ideas and reinforces the idea of women sticking together and supporting each other.

She wrapped up by encouraging us all — women and men alike — to stick together. "This is the real game changer and changes the dynamic of how things work so that we can all succeed."





BUILDING ROI

For Women's Leadership Initiatives

[Listen to the Recording](#)

Rochelle set the tone for this session as a discussion around quantifying the measurable benefits that we see within organizations. A couple of critical questions were presented:

Does investing and supporting diversity and inclusion translate to increased revenue and profits?

Are there other benefits beyond the bottom line?

Moderator Michael Rochelle and the panel took a pragmatic view of these issues and discussed how businesses benefit from being more inclusive and diverse.

TAMMY

“Leadership positions should reflect the diversity. Connect gender balance to business objectives.”

RIANNE

“Transparency helps tie it together. Break it down to measurable things and target specifically. Also, fix the system. Include gender diversity, bias and diversity to raise awareness. We all have to work together.”

JASMINE

“Take responsibility. It’s easy to blame the culture but we are the culture. Inspire others. We are all part of the solution.”



He started with the current top four barriers to women occupying senior executive roles as discovered in our study.

54%
of organizations inadequately manage their leadership pipeline

40%
of organizations have a lack of role models

45%
of organizations have little, if any, targeted development to grow women's leadership capabilities

32%
of organizations have a lack of appreciation for expertise women can offer

He pointed out that for the first time there are measurable results that we are able to leverage. "The financial impact and the business benefit of having a robust leadership pipeline and women within that environment of the power pieces that we talked about earlier, make a measurable difference. This is not something that is a vague subject that has to be talked about at the ten-thousand foot level. It's very clear from our research that when women are allowed to do what they know how to do best, organizations do much better."

PRESENTERS



Michael Rochelle
Chief Strategy Officer & Principal HCM Analyst
Brandon Hall Group



Jasmine Martirosian
Vice President of Marketing
TÜV SÜD
The Training Associate



Rianne Honhoff
Capital Projects IM/IT Manager
Conventional Oil & Gas
Shell




Tammy Bohlen
Global Head of HR, KitchenAid
Whirlpool Corporation

Women leadership ROI

- Corporations that meet or exceed **30% female** executives saw a **35% increase in profitability**.
- Companies with the most women sitting on their boards of directors had a **16% higher return on sales** than those with the least, and **26% higher return on invested capital**.





*...gender
parity
can be a
big stride
toward
increasing
the long-
term ROI.*

So where do we start with tying women in leadership to ROI? Rianne had a two-part approach: educating individuals on the moral perspective of it simply “being the right thing to do” as well as identifying the business goals and core principles of your business. It’s more than just numbers, it’s about the company’s survival. Shell has changed a lot in its 107 years of existence and Rianne believes that they will have to continue to address the gender balance if they want to survive as a company in today’s climate. Gender parity alone may not increase ROI for a company because there are many factors that go into that – at both an organizational level and a department level. However, gender parity can be a big stride toward increasing the long-term ROI.

Jasmine went on to say that some of the measurement is doable but there’s also the opportunity for loss. How do we measure the untapped potential of the women who never even make it to the board level?

Tammy discussed that from her experience, we are all representing organizations that serve someone. At KitchenAid they strive to have a solid globally diverse employee base that reflects their customer base. She related this back to the focus of food particularly at that organization and how there are many different cultures, holidays, and gatherings that take place around food. To tap into their employees, they must be as diverse as their customers. When she came into her role at the organization, she took a look at the

measures. What are the probability targets and what is the employee base? She set up a “people excellence scorecard” in alignment to achieve the business results to ensure they have the right human capital to drive the desired business results.

When she ran the leadership metrics, 42% of their workforce were women but only 20% were at director level or higher, globally. She proceeded to review the leadership and succession pipeline which revealed that there was a lot of talent present. So, she worked with her general manager to set targets between 1-3 years to double the women who held positions for director level and above and managed to reach their goal in 18 months. She wrapped up with a fun fact: The inventor of KitchenAid created the product for his wife and she named it, which became the brand. The company was also one of the first to offer door-to-door sales roles for women.

The panel all agreed that mentoring and a good management system with scorecards play a vital role in being a successful mentor and setting your high-potentials up for success and leadership. They wrapped up with tidbits on bias and gender parity and shared a quote from the prime minister of Canada. Jasmine quoted that in 2016 Justin Trudeau formed a cabinet that embodied gender parity and had total representation from all ethnic groups that are a part of Canada and when asked why he did that, his response was, “because it’s 2016.”



EFFECTIVELY LEADING

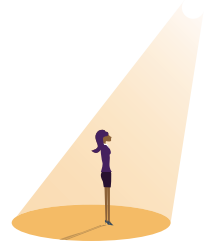
Different Generations in the Workplace

[Listen to the Recording](#)

It's about attitude; it's about practices;
it's art and science.
 All of these things impact your organizations'
success and culture.

- Daria Friedman

The multi-generational workforce presents a number of challenges for many organizations. Daria began the discussion with some research about the multi-generational workforce and some of the challenges it presents. For example, Millennials and Gen X being digital natives or others seeking more recognition, not wanting to follow a traditional job trajectory and constant job switching. So, although there are some differences in these areas, there are also some commonalities. For example, all generations want to have an exceptional employment experience, make a big impact on the organization, and want quick access to information.



Diversity and communication.

*Be a role model
 by your behavior.
 Set an example.*

Be the change.

- Rasheedah Dunston

Some organizations are better than others at balancing the needs of multiple generations, especially Millennials who often expect immediate promotions and instant recognition. To deal with the changing workforce and the expectations of Millennials and Gen X-ers, one company factored attrition into the mix because they assumed a high turnover as part of doing business.

But there are also commonalities among generations: Everyone wants to have a good employment experience; make a positive impact, and as we all become increasingly digital-savvy, we want and expect immediate access to information.

Rasheedah started off by telling us how her career started and her experience. She was not only the youngest person on the team, but she was also the only female and the only person of color. She credited the welcoming and accepting nature of the corporate culture to her success and her longevity at the organization. They made sure that culture was also promoted throughout the entire company.

Anna told her story and how she started off her career in executive assessments and coaching. She said it was intimidating as they were often brought into a room full of CEO's to deliver feedback on assessments, although she already had her academic credentials and experience. She mentioned that what was really critical and catapulted her career was that she was working for a female senior partner at the consulting firm who really took Anna under her wing. She not only taught her the tricks of the trade, but also helped with her confidence. Being that Anna was young, her mentor taught her at the time that "you cannot overcome your age, but there are other things you can do in your career."

Namrata also shared her story. She started off by saying she is in the older millennial category yet one of the youngest executives in the bank. So, she continuously faced this "bias busting" and still does. When you say "Millennial" people think of talent that is straight out of college but that's not necessarily the case, as it wasn't with her. However, she said, Bank of America has a very open culture and she feels like she was able to speak up, especially when it came to new ideas.

PRESENTERS



Daria Friedman

Principal Analyst
Talent Acquisition
Brandon Hall Group



Anna Matuszewska

Vice President
Talent Management
UL



Namrata Yadav

Senior Vice President
Head of Inclusion & Diversity
Bank of America



Rasheedah Dunston

Director of Global Application
Maintenance and Support
MetLife

Percentage of organizations with highly engaged employees by generation*

Gen Z - Born 1996 or later

26%

Gen X - 1965-1980

40%

Millennials - 1981-1995

40%

Baby Boomers - 1946-1964

36%

Source: 2018
Brandon Hall Group
Employee Engagement
Practices Survey

**Highly engaged is defined as most employees within segment participate in engagement efforts and promote the organization internally and externally.*



CREATING A CULTURE OF Sponsorship for Women Leaders

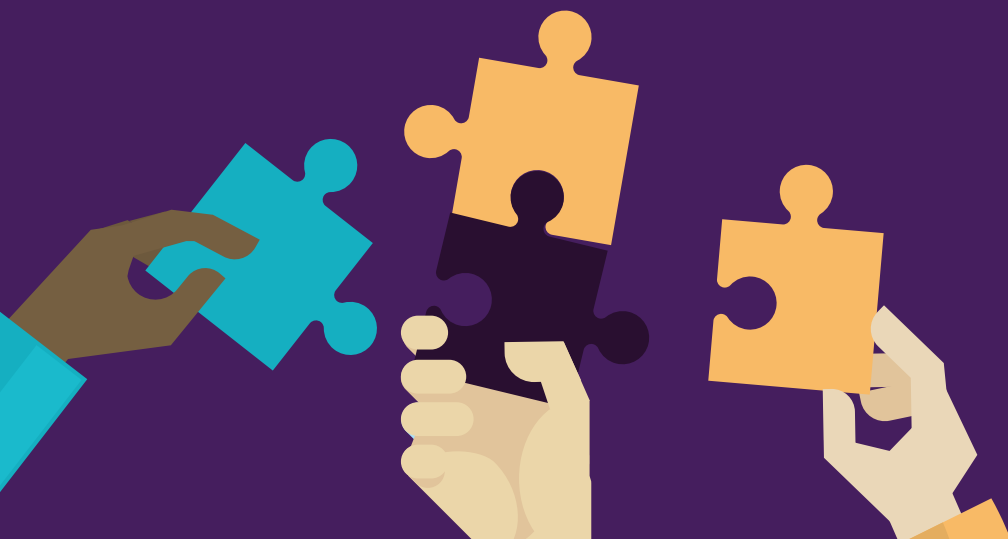
[Listen to the Recording](#)

The difference between
mentorship and *sponsorship*?

A sponsor is an
advocate.

A mentor is more like a
teacher.

Each has value, but in an organization,
sponsorship can be more powerful
and effective.



PRESENTERS



Susan McLennan

President
Reimagine PR



Leslie Drish

Diversity & Inclusion
Manager
Tyson Foods




Tijana McKenzie

Learning Advisor
Leadership & Commercial
Development
Shell



Deb LaMere

Vice President
Employee Experience
Ceridian



“ We try to change big conversations around tech, money, finance to get the next generation to engage. Shared values play a role. ”

- Susan McLennan

Some organizations have formal mentorship programs, and mentors and mentees meet according to schedule. Sponsorships tend to be less formal and vary according to personalities, situations, needs and other factors. But some organizations actively encourage sponsorships, with internal recruiting and other promotional activities.

There are other forms of sponsorship that are often less or more formal: buddies, work partners or just friends. Each can be helpful in lending an ear at the right time, providing feedback, offering advice, relaying information and lending support.

In the wake of the #metoo movement, questions arise about relationships, especially in business and frequently among and between genders. Common sense, manners and other values should prevail, as well as cultural norms like trust, respect, professionalism and kindness.

“Being an advocate can be a win-win. Get out of your comfort zone. Be prepared. Go for it!”

- Tijana McKenzie

“Everything depends on relationships. Most of my sponsors were male. Some females treated me as a threat.”

- Deb LaMere

“Let’s talk about relationships. Trust is important. I was strategic in choosing my sponsor. A good sponsorship is balanced. Everyone should have the same opportunities. Managers were more like mentors than sponsors.”

- Leslie Drish



THE CURRENT STATE OF Women in Leadership

[Listen to the Recording](#)

PRESENTER

Rachel Cooke

Chief Operating Officer
Brandon Hall Group

Our research shows that the biggest obstacle to women reaching the C-Suite is poor management of the leadership pipeline. To start with, 44% of organizations do not have a formal succession strategy in place. Another 31% have had a strategy for fewer than 5 years.

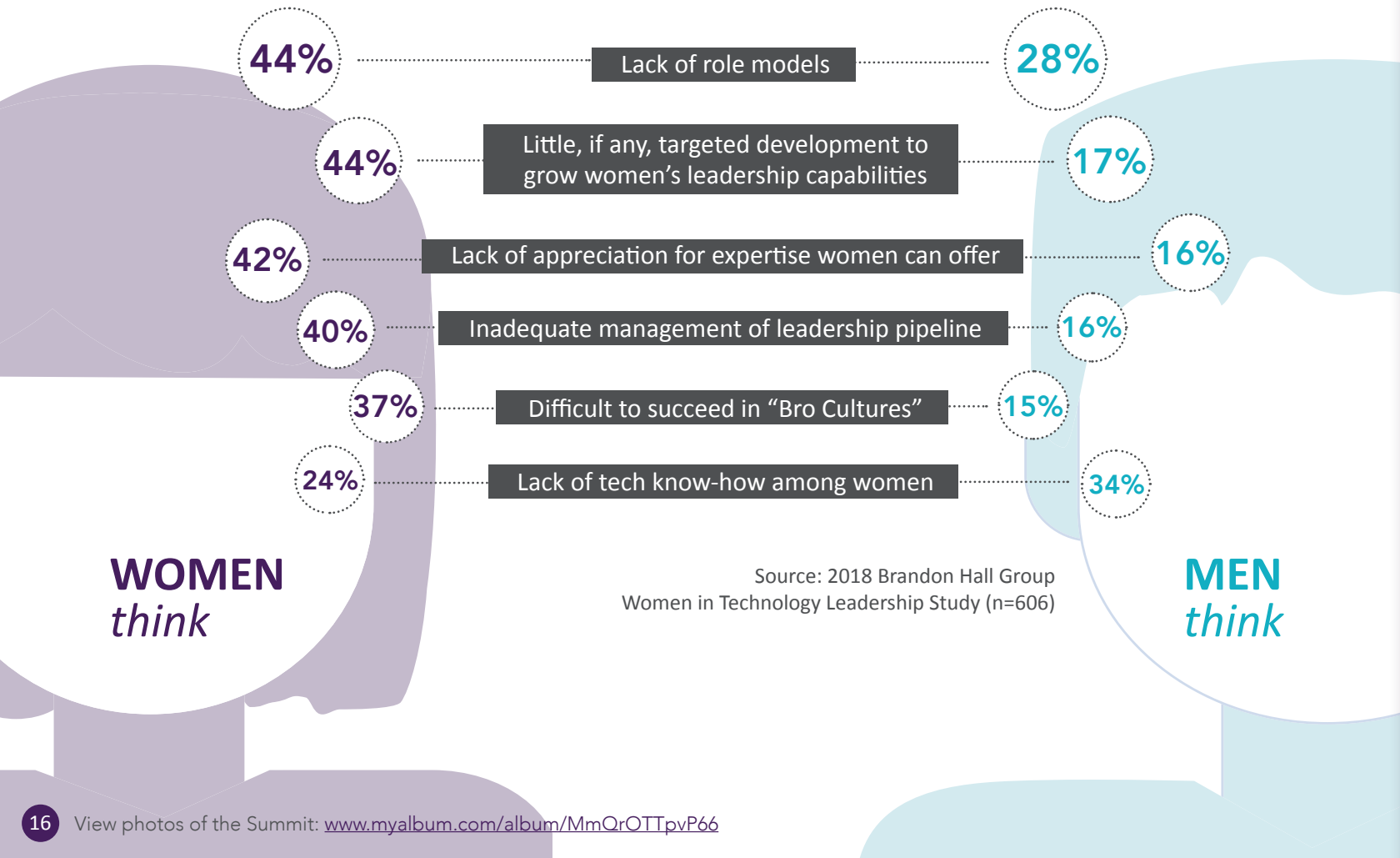
This is not just a women’s issue – it is an organizational issue. If about half of organizations don’t have a formal strategy to develop a diverse talent pipeline, and most of the C-Suite is comprised of men, how are we ever going to reach gender parity in leadership?

Why are more men being groomed and developed for key leadership roles? Unconscious biases — social stereotypes that individuals form outside their own conscious awareness — play a major role.

Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one’s tendency to organize social worlds by categorizing.

Another significant factor is that men and women have very different viewpoints when it comes to barriers to advancing women in leadership.

Barriers to women advancing in technology leadership: divergent views of men and women



Source: 2018 Brandon Hall Group Women in Technology Leadership Study (n=606)



Clearly, men and women are seeing the cause of gender inequity very differently.

I want to be clear, though, that I am not blaming men. There are many great men who want change – for their daughters, wives, sisters, mothers. These systems have been in place for centuries and it is up to us in this room to make a difference and change the future.

Some great efforts are already under way. We just need much more of it. And like just about everything else in our lives, technology can play a role.

Use of technology to remove gender bias

94%

We do not use technology to reduce gender bias in hiring

4%

Technology that removes or reduces gender signals in candidate resumes

1%

Technology tools that, during interview process, disguise candidate's voice so that it is gender agnostic

Source: 2018 Brandon Hall Group Women in Technology Leadership Study (n=606)



WOMEN HELPING Women Lead

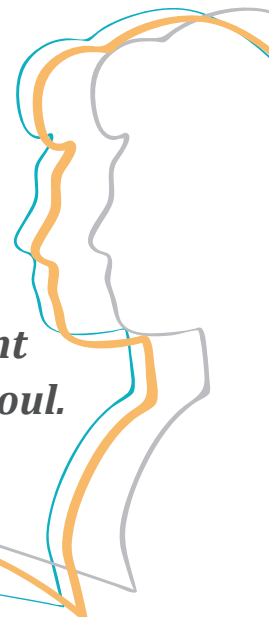


PRESENTERS

Rachel Ernst

Vice President
Employee Success
Reflektive

*Be your authentic self.
Authentic power is alignment
of the personality with the soul.*



Rachel Ernst talked about her life and how her parents, especially her mother, served as role models for her. Education was very important. Her mother inspired her to always ask questions, to be creative and nurture her dreams. "Instead of camp, we had workbooks and flashcards to prepare us and my mother gave me books about American women leaders. My mother read books to me about women in American history. I remember hearing about Clara Barton, who founded the Red Cross, Betsy Ross, Harriet Tubman... and I was probably six

or seven! I thought, 'They made such a difference. That's what I want to do when I grow up.'

"One of the big influencers for me was my mom. She gave up a full scholarship to The Eastman School of Music to be with my dad, who left the country to avoid the Vietnam War. She went back to school when she was 36 and graduated with high honors."

"I think of my mom as inspiration for everything I do. My own path hasn't been easy. I work in Human Resources and most of the time you're working with

leaders. I started out when I was about 28 and I look young for my age, so it was difficult to be taken seriously. It was very hard."



They made such a difference. That's what I want to do when I grow up.





“Why do women NOT have role models?”

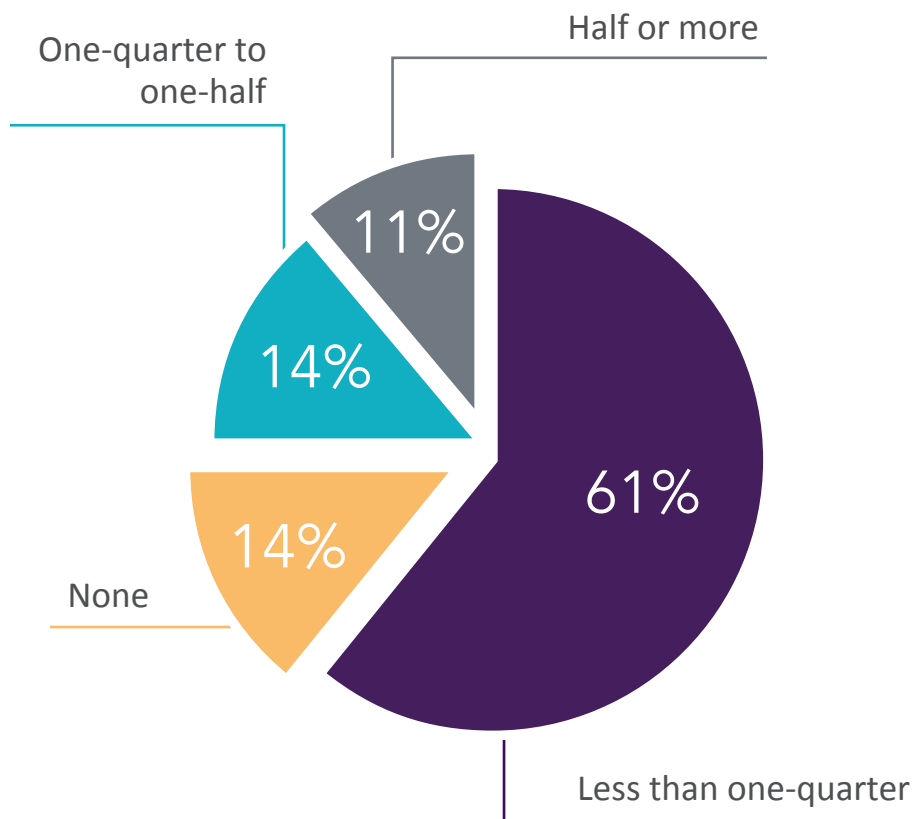
Volunteer to be one.

Mentor or sponsor three women.”

- Rachel Ernst

How can we make a difference now? The Brandon Hall Group research says that 44% of women don't have role models. What can we do about that? We must not wait to be told; we must volunteer to be role models. That's the best way to really make a difference.

Percentage of C-suite positions occupied by women



Source: 2018 Brandon Hall Group Women in Technology Study (n-606)



COVER STORY

Bank of America is committed

to investing in

women's success.

That's because the company believes being diverse and inclusive makes it strong, and is essential to its ability to meet the needs of clients, communities and employees.

With more than 200,000 employees in more than 35 countries, the bank sees its people as the foundation for how it drives responsible growth.

By being a great place to work, Bank of America helps all its employees make meaningful contributions within the company and in their communities. The bank has strong female representation at all levels of the organization — more than 50% of its global workforce is female, more than 40% of managers and its global management team is female and more than 30% of the bank's board of directors is female. Its support is also evident in its resources to bring female talent to the company and to develop its employees. These efforts are in addition to the bank's workplace policies and benefits, including 16 weeks of paid maternity, paternity and adoption leave; child and adult care services; and reimbursement for certain child care expenses.

Katherine Gnapp and Julie Harris, co-chairs of Bank of America's Power of 10.



Bank of America



The company has multiple programs to support the development and retention of women. For example, its Investing in Women Leadership Council is composed of senior executives who serve as advisors and champions of its efforts, working closely with the lines of business, the diversity and inclusion organization, and other women-focused networks to maximize impact. And, the Global Women's Conference brings together the top 300 men and women leaders from all lines of business as part of its commitment to develop and advance women.

Additionally, Bank of America has development programs to educate women leaders on how to drive responsible growth and deliver strong business results. This includes programs like the Women's Executive Development Program, which leverages faculty of Columbia Business School to engage, develop, retain and sponsor high-potential female talent. The Women's Next Level Leadership Program focuses on the unique challenges multicultural women face in progressing their careers, and provides strategies for them to overcome those challenges. Females attending the women's executive development programs are more than twice as likely to be promoted than the

general population. Pathways to Progression helps improve the retention, engagement and pull-through of women in EMEA to

“Our Investing in Women strategy is a holistic and comprehensive approach to attract, develop and advance women across our organization,” said Sheri Bronstein, Bank of America Global Human Resources executive. “As we are addressing the opportunities and challenges specific to our business and the clients and customers we serve, we are continuing to focus on supporting our female leaders and employees, and ensure we remove any obstacles to their success. This ongoing focus has already yielded success in representation at all levels of our organization, and will continue to help us drive success in the future.”

more senior levels – with almost one-third having since been promoted in 2016 and 2017.

The company also has a variety of networks to enable women to do their best work and develop the skills they need to grow into future roles. For example, the Power of 10 is a grassroots program that received the Gold Human Capital Excellence Award from Brandon Hall in 2018 for delivering an effective leadership development program for women aspiring to be leaders or who are in executive-level positions. Power of 10 encourages women to expand their career horizons by being mentored and “paying it forward” by leading and mentoring their own group.

Leadership, Education, Advocacy and Development for Women is the bank's largest network, with more than 40 chapters and 29,000 members globally. The

group promotes professional interactions that help attract, develop, retain and advance female professionals. It also

offers learning and development programs for women and men, with women representing 51% of all participants.

“To attract and retain women employees, we're always looking to enhance our career tools and development programs to support their success at every level within our company,” said Lisa Masters, Bank of America Global Learning & Leadership Development executive. “Helping to advance women in their careers is helping us grow Bank of America responsibly.”

To see how Bank of America is connecting women employees to the resources needed to maximize their potential and advance their careers,

visit

bankofamerica.com/women



GUIDING YOUR ORGANIZATION

On a Journey to Inclusion

[Listen to the Recording](#)

Inclusion is a journey, an apt metaphor for the movement toward greater representation by all types of people.

Diversity is more a snapshot; inclusion takes it a step further. It's being the same person you are at work and elsewhere.

The idea that people pretended to be someone they're not or hid their true identity, sexuality or other aspects of personal lives may seem odd, but the fact is that it's been a common occurrence for many years — for too many people. The idea of being your true, authentic self 24/7 is a relatively modern concept but one that is consistent with modern ideas and values.

Workplace diversity has great value. It's not a feel-good proposition. Diverse and inclusive businesses are better, more productive places to work and companies that leverage the experiences and outlooks of a variety of people are better equipped to compete and succeed.

"Diversity is a snapshot. Be the same person you are in your personal and business life. Diversity is numbers. Inclusion is how you feel. Don't be afraid to ask, What is your commitment to inclusion?"

Carolina

"Diversity is being asked to the party; inclusiveness is being asked to dance. You've got to leverage everybody in your organization."

Steve

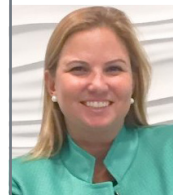
"We have the numbers but it's more than just the numbers. Leadership is telling people they can be their authentic selves."

Radhika

"We now have the data to connect Diversity & Inclusion to the bottom line. Leaders set the tone. Make policies and follow them. Live it. Culture shifts from the top down."

Cristina

PRESENTER



Carolina Cardoso

Global Inclusion and Diversity
Accenture



Cristina Schneider

HR Development & Engagement Manager,
INTERSPORT International Corporation



Radhika Paul

Vice President & Principal
Right Management



Steve Rudderham

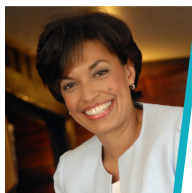
Vice President,
Global Business Services Lead
Kellogg Company



ADVANCING WOMEN

In Technology Careers and Companies

[Listen to the Recording](#)



PRESENTER

Bonnie St. John

Chief Executive Officer
Blue Circle Leadership Institute



PRESENTER

Nisha Sharma

Managing Director
Accenture



As the struggle for gender balance in the workplace continues,

nowhere is there more opportunity – or potential disaster – than in the tech sector.

Technology is changing our world at the most rapid pace in history. And the representation of women in technology leadership lags behind national norms at an alarming rate.



Research by Brandon Hall Group and Blue Circle Leadership Institute shows women hold less than one-quarter of technology roles in 67% of organizations and less than one-half of technology roles in 87% of organizations. Lack of role models and targeted development to grow leadership capabilities are seen as the biggest barriers to women in technology leadership. But perhaps the biggest problem is the divergent views between men and women on what are the top challenges.

Women cited lack of role models and targeted development programs while men most often cited a lack of technology know-how among women.

Women holding technology roles

• Less than one-quarter

• Less than one-half

Overall

67% // 87%

Large organizations

71% // 95%

STEM companies

69% // 91%

Mid-size Organizations

69% // 83%

Tech/software Companies

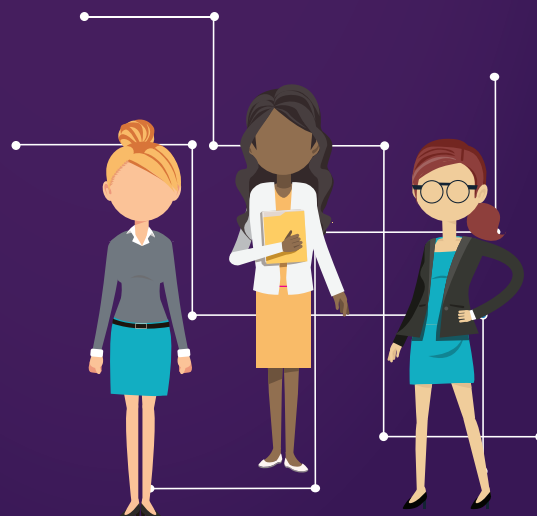
75% // 94%

Small Organizations

70% // 90%

All other organizations

66% // 86%



CREATING SOLUTIONS

For Gender Inequity in Technology Leadership

[Listen to the Recording](#)

Based on the research initiative on Advancing Women in Technology Leadership, conducted by Brandon Hall Group in partnership with The Blue Circle Leadership Institute and its founder, Bonnie St. John, the initiative is a culmination of quantitative data, qualitative interviews gathering insights on the challenges, and solutions to attract, retain and advance more women in technology.

Facilitated breakouts were led by discussion leaders, highlighting the ways change can happen systemically and individually. The small groups crowd-sourced ideas and solutions.

Give us your best ideas to impact the gap in perceptions between men and women about the barriers for advancing women in tech leadership.

How can we impact the culture/environment at tech companies to open more doors for women leaders?

Solutions: Use vs. Effectiveness - How can we use performance data to build the business case for change?

Can we increase the use of effective solutions? Can the effectiveness of the solutions we are using improve?

Brandon hall Group and Blue Circle Leadership have produced a toolkit for Advancing Women in Technology Leadership. This toolkit provides resources for leaders who are working to expand the pipeline of women advancing in technology so that your organization can compete in the global marketplace for the best talent. Leaders — men and women, business, technology and HR — can use these tools to become experts at communicating the facts, building your customized business case, and moving the needle. For more information, contact us at WIL@brandonhall.com





Topics include:

- Financial incentives
- Continued education
- Male champions for women in tech
- Cross pollination
- Job rotations
- Data, stories and case studies
- Be deliberate about the culture
- Career mobility and growth potential
- Building companies' reputation and brand



Leadership process and values

- Choose leaders wisely
- Reverse mentoring
- Process; setting an example
- Surveys and polls
- Creating an environment where women are comfortable speaking up
- Values. Create and ensure alignment



What's important

- Be relevant
- Research
- Tailor your targets
- Recruitment
- Job sharing options

TABLE FACILITATORS



Sushma Punuru

Director of Software
Development Engineering
MetLife



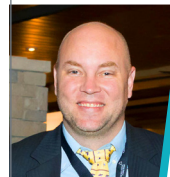
Radhika Paul

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Rianne Honhoff

Capital Projects IM/IT Manager
Conventional Oil & Gas
Shell



Cliff Stevenson

Principal Analyst
Workforce Management
Brandon Hall Group



Susan McLennan

President
Reimagine PR



Nisha Sharma

Managing Director
Accenture



Geeta Gwalani

Head of Workforce &
Talent Management
North America TATA
Consultancy Services



MANAGING

The Increasingly Mobile, Global Workforce

[Listen to the Recording](#)

Travel opens the mind to a new world of sights, sounds, work and relationships. It's also a powerful force for diversity and inclusion as we see how people and businesses function in different situations and settings. Now that the world is more connected than ever, global mobility has become increasingly sophisticated and digital. The mobile workforce is expected to represent 42% of the global workforce by 2020. How will female executives address critical changes brought about by expanded mobility?

- **The leadership cliff** — addressing the readiness gap that exists for many new people managers and organizational leaders when they take on new roles.
- **Cultural consistency** — how to maintain a strong culture when creating new teams in new locations.
- **Mobility** as a “benefit” to recruit and retain your talent.
- **Diverse teams** are your new competitive weapon. How can mobility help in creating that competitive advantage?
- **Fifty-six percent of expatriates are women**, with 33% being under 35. How do we create compelling opportunities for growth, learning and experience?





PRESENTERS



Daria Friedman

Principal Analyst
Talent Acquisition
Brandon Hall Group



Julie Knight-Ludvigson

Chief Marketing Officer
Topia



Rachael Bourque

Director, Corporate
Employability
Pearson North America



Mobility

The dynamic process of providing employees with the opportunity to work in different positions across the organization, within the same country and globally.

Providing employees with relevant training and support to be able to transition to and from the next position.

“Ensure great experience for the customer. Opportunity to grow. Use mobility as an opportunity for growth, recruiting and mentoring. Figure out how to make mobility work. Help people become self-advocates. Bring people out of their shells. Make sure they feel included wherever they are. They have something to offer, based on their knowledge and experience. Don’t let anyone fall back into the shadows.”

- Julie Knight-Ludvigson

“Short-term assignments work best. Flexibility and agility. How do we identify needs of people of different genders? It can’t be a one-size-fits-all approach. Mobility can create growth opportunities. Have a formal mobility program. Start early. Make sure it’s a regular conversation. Use it as part of the recruitment and retention strategy.”

- Rachael Bourque



BUILDING A WINNING MINDSET: It's All in Your Head

[Listen to the Recording](#)



PRESENTERS

Kelly Morrow-Baez

Sole Proprietor of FitShrink
Co-founder of Aware and Prepared



*Self-care must be a part
of everyone's toolkit.*

Women, especially, are expected to “have it all” and serve as devoted parents, spouses, partners, etc., while positively impacting their business and profession. But everyone, regardless of gender, must be mindful of their physical and spiritual well-being. As we work toward increasing inclusiveness and diversity in the workplace, remember: it begins with each of us as individuals.





Kelly Morrow-Baez provided some great tips for coping with the stress and pressures of the modern business lifestyle, emphasizing the need for self-care and resiliency.

We are addicted to being busy. And not just the run-of-the-mill, “I have no time” busy. We’re talking crazy-busy, like, “Let me check my phone for the 1,000th time this hour” busy. This race is unlike any other we’ve run: even the finish line is moving. But it’s not the pace that’s killing us: it’s our inability to be resilient and train our minds to deal with stress, especially emotional stress. Dr. Kelly Morrow-Baez demonstrated how to cancel out the noise, focus and adopt techniques to care for our emotional wellness and physical health.



Tips to be less distracted

- Batch communications
- Prioritize
- Turn off notifications
- Delete unproductive apps
- Take a break from wearables
- Designate device-free times
- No electronics in bed

Resilience strategies

- Stretch
- Body language
- Say no
- Compliment someone
- Receive a compliment

Energy

- Exercise
- Food

To sleep better:

- Write down racing thoughts
- Journal
- Start earlier

GET TO KNOW THE PRESENTERS

*Listed in alphabetical order



Kelly Morrow-Baez

Sole Proprietor of FitShrink
Co-founder of Aware and Prepared

Kelly is a corporate trainer, professional coach, author and Licensed Professional Counselor with a PhD in psychology and over 10 years in practice.

What do you wish you'd known when you began your career?

Relationships matter more than book smarts. Knowing yourself and cultivating connections with others are the best ways to use your time and energy.

Which habit or behavior do you think young people entering the workforce should have?

Focus. Learning to see what is and is not aligned with your values and goals.

What do you do to relax, unwind and recharge?

I'm consistent about daily exercise. That's how I recharge and unwind. I am also intentional about spending time with people who feel like sunshine.



Tammy Bohlen

Global Head of HR,
KitchenAid, Whirlpool Corporation

Tammy is a certified Performance coach through the Human Performance Institute and a certified new leader onboarding and leadership coach through the College of Executive Coaching.

What do you wish you'd known when you began your career?

You don't have to have to all of the answers to give it a try, everyone starts as a beginner. Don't be afraid to ask for help for those with more experience. Most leaders are more than willing to support your development if they see you have good work ethic and are really trying to deliver results and grow your skillset.

What's the one thing you always do to prepare for a new challenge?

Regardless of what that challenge is, I read a lot do my research on the topic. Rarely do people or organizations face a totally new situation that has never been dealt with. There are nearly always others to learn from and leverage that learning for a better outcome. What is happening externally in the market? What are the best practices? Are there any insights to leverage that apply to the current challenge at hand?



Rachel Bourque

Director, Corporate Employability
Pearson North America

Pearson's mission is to improve the employability of all learners by providing the critical knowledge and skills needed for lifelong success in the workforce.

What is the most useful and unexpected skill you've learned?

Writing. I give all the credit to a few meticulous mentors and a press release writing course in college. To this day, critical thinking and business communications skills remain two of the top skillsets employers say they're missing with their new hires.

Is the #metoo movement having an effect on your profession?

The #metoo movement has raised my awareness of situations I thought were "normal" or "just happened to me." Turns out, they're more common than we all think. I'm thankful for those who have shared their stories. I'm more in tune with my daughter's experiences. I try to catch them early and often, and help her learn from them.



Carolina Cardoso

Global Inclusion and Diversity
Accenture

Carolina has more than 20 years of experience in diversity and inclusion (D&I), helping clients to more effectively engage, develop, retain and advance a diverse and inclusive organization.

What's the one thing you always do to prepare for a new challenge?

I check in with myself – specifically my inner voice, you know the "nay-sayer," that may get in the way in being bold and creative as I approach a challenge. Additionally, I reflect on what the intention is (what I am saying I will do and why) and the impact (what is the effect it will have).

What do you do to relax, unwind and recharge?

Daily I make time to pray and reflect in gratitude for all that I have and don't have. There are times when I need a boost to recharge – this is when I head to the beach where I renew myself by watching waves rolls in, feeling the crisp water against my toes and standing in the rays of sunshine.



Leslie Drish

Diversity and Inclusion Manager
Tyson Foods

Leslie serves as a champion and thought leader for diversity & inclusion by sharing best practices, benchmarks, and developing relevant approaches that are aligned to Tyson Foods business strategy.

What's the one thing you always do to prepare for a new challenge?

Listen. It's important to figure out why you've been given the challenge — who the stakeholders are, and what they expect. It's also important to understand what is happening, what is at stake and figure out how I can best support the project with my skills.

Is the #metoo movement having an effect on your profession?

Absolutely! I believe that people genuinely want to make people feel comfortable, and as a result, they are scared to say certain things. As an I&D practitioner, it's my role to help people recognize that it's important to embrace our differences and be OK when we make mistakes.



Rasheedah Dunston

Director of Global Application
Maintenance and Support, MetLife

Rasheeda is an experienced Director Application Support with a demonstrated history of working in the insurance industry.

What do you wish you'd known when you began your career?

I think that the information that I've gained about sponsorship would have been great to know early in my career. I spent several years working independently to prove myself and showcase my talents hoping to get noticed, when it would have been great to work with my managers and mentors to promote sponsorship. It is important to not only work in roles or on projects that are highly visible to leadership, but also we must ensure that we align ourselves with the right people that are willing to speak about us — on our behalf — even when we're not in the room or on the call.

What is the most useful and unexpected skill you've learned?

Communication (verbal and nonverbal); hitting the right tone for each situation is so important to ensure that I can maintain strong "leadership presence" in all situations.



Rianne Honhoff

Capital Projects IM/IT Manager
Conventional Oil & Gas, Shell

Rianne has contributed to diversity and gender balance in Shell. She leads a group of 20 volunteers to deliver multiple workstreams, including job shadowing, unbiasing workshops and an annual event.

What is the most useful and unexpected skill you've learned?

Strategic prioritization for myself and my organization. It doesn't matter how hard you work, if you work on the wrong things. It is perhaps unsettling how much energy is still spent that ultimately doesn't have any value — projects that get started, but not finished, preparations for meetings that never take place or initiatives that never improve the bottom line. Working less hard and spending more time on reflecting helps me to prioritize what really adds value, and make better decisions.

What's the one thing you always do to prepare for a new challenge?

Revisit why am I doing this. If the "why" is very sharp on your mind the rest will follow, like how, when and with whom. A clear view of the purpose will motivate me and my team and enable us to prioritize the right work. It's crucial to achieve our true goal.



Julie Knight-Ludvigson

Chief Marketing Officer
Topia

Julie Knight-Ludvigson, the Chief Marketing Officer at Topia, brings over a decade of experience building world-class marketing organizations and helping companies to accelerate their go-to-market strategies.

What's the one thing you always do to prepare for a new challenge?

Understand the end goal and then make a mental inventory of what is required to get you there. As a leader, a magic wand doesn't come with your title. You still need to understand what are the steps, deliverables and dependencies that will exist on your journey. If you do, then that challenge becomes more manageable and often times less daunting.

Is the #metoo movement having an effect on your profession?

I think so. It's opened the door to questioning long-held beliefs around "well, that's just the way it is." In the tech world, we've seen a lot of situations come to light which would likely have been swept under the rug even 5 years ago. It's giving people license to say, "no more," it's giving power to managers to take a stand vs. not rocking the boat, and it's giving hope to many people that their workplace — be it in a physical location, online or on the road — will be a safe one.



Jasmine Martirosian

Vice President of Marketing TÜV SÜD
The Training Associates

Jasmine's leadership experience includes board governance work. She is a widely published author and a frequent keynote or featured speaker at conferences.

What do you wish you'd known when you began your career?

I wish I knew of the importance of mentors. And I mean true mentors who guide you through the complexities and nuances of an organization, and are truly invested in your growth.

What is the most useful and unexpected skill you've learned?

I always say that "Doing it gets it done." It's critical not to be paralyzed by over-analysis and perfection, rather take risks to forge ahead.

Which habit or behavior do you think young people entering the workforce should have?

It's the critical intersection of perseverance, resilience, and being open to new opportunities. Don't always expect immediate results, apply yourselves, and, above all, be awake to new doors that open so that you do not become prisoners of your own master plan.



Anna Matuszewska

Vice President,
Talent Management, UL

Anna Matuszewska is an experienced talent management professional with deep expertise in the areas of behavioral assessment, competency modeling, performance management and succession planning, and employee engagement.

What is the most useful and unexpected skill you've learned?

Managing through influence — a lot of initiatives I led in my career were cross-functional where I had to be able to influence a lot of stakeholders in order to get to the end result while at the same time keeping the motivation and engagement high.

What's the one thing you always do to prepare for a new challenge?

Self-reflection — what are my strengths and development opportunities and how will they impact the new initiative or project I am taking on.

Which habit or behavior do you think young people entering the workforce should have?

Active listening.



Tijana McKenzie

Learning Advisor, Leadership &
Commercial Development, Shell

Tijana held a number of roles in Learning with strong focus in Leadership and Team Development. She designs, facilitates and manages a range of programs spanning from Leadership, Team, Coaching, Diversity & Inclusion and Career Development.

What do you wish you'd known when you began your career?

Lots of things are negotiable. I took things for granted without asking what else is possible. Be clear on what you want.

Is the #metoo movement having an effect on your profession?

There are many elements that we are working on that relate to #metoo movement. For example, we are working with leaders on how to deal with harassment situations and equipping them on how to have some tough and uncomfortable conversations. The focus is ensuring people feel included — and for people to be able to speak up.



Susan McLennan

President
Reimagine PR

Susan is an award-winning, transmedia storyteller who helps brands and thought leaders tell compelling stories that drive key business results, change minds and open hearts.

What do you wish you'd known when you began your career?

- That worrying about what others had or accomplished was the fastest way to unhappiness. All I ever had to do was concentrate on my work and ensure that it reflected my purpose and my values.
- That not everybody has to like me and what they think is none of my business anyway.
- That the things you worry about rarely happen and you can't prepare for the things that do, and all worry does is steal your now from you and rob you of your ability to create the best future possible.

Which habit or behavior do you think young people entering the workforce should have?

Resilience. I'm much more interested in how someone gets back up than the fact that they've been knocked down.



Radhika Paul
Vice President & Principal
Right Management

Radhika Paul is a Global leader for Professional Development & Diversity for Latham & Watkins. At the firm she is responsible for driving inclusion across the firm with innovate practices.

What is the most useful and unexpected skill you've learned?

The power of networking and collective intelligence.

What's the one thing you always do to prepare for a new challenge?

Keep an open mind and welcome new ideas. Be resilient.

Which habit or behavior do you think young people entering the workforce should have?

Embrace change in people, process, technology.

Is the #metoo movement having an effect on your profession?

Absolutely, I lead Diversity and I am seeing how microscopically this is viewed and the pro-active measure that are being taken to ensure this does not occur.



Steve Rudderham
Vice President, Global Business
Services Lead, Kellogg Company

Steve has over 20 years of global business experience across BPO, Insurance and Lighting. He has a broad operational background, having led teams on the ground in Europe, USA, Latin America and India.

What do you wish you'd known when you began your career?

Before making any career move such as changing roles or companies, seek wise counsel and think about why you want to make that change at least two to three times before doing so.

What is the most useful and unexpected skill you've learned?

Recognize and understand the feelings your audience will have after you leave the room, as it will influence your behavior during your interaction.

What do you do to relax, unwind and recharge?

I have two passions in life: traveling and outdoor building projects. I like to visit somewhere new at least twice a year and am currently up to 102 countries. I have totally renovated my entire backyard by completing an outdoor kitchen, decks and walls!



Cristina Schneider
HR Development & Engagement
Manager, INTERSPORT
International Corporation

The majority of Cristina's career is centered around recruiting, retaining and developing diverse talent through various leadership development and diversity & inclusion roles in the U.S. and abroad.

What is the most useful and unexpected skill you've learned?

Situational leadership. Being a good leader isn't just about being strong and driven. It's about knowing how to get the most of out the people you work with. You have to understand what drives them and how their communication and working styles differ. Adapting to your employees or team members will yield better results and productivity. Being able to read people and adapt your approach will help you in sales, negotiation and all areas of your professional and personal life.

Which habit or behavior do you think young people entering the workforce should have?

The single most important trait I look for in candidates is the ability to self-reflect. This is true for all positions from entry-level to executive level. Without this, you can never progress.



Bonnie St. John
Chief Executive Officer
Blue Circle Leadership Institute

For over twenty years, Bonnie St. John has circled the globe as a leadership consultant for over five hundred different companies, non-profits and associations.

What is the most useful and unexpected skill you've learned?

How to be a more "helpable" person. As a one-legged, black woman, I spent my whole life trying to prove that I can do it myself. Ken Kragen, a Hollywood star maker, taught me that the difference between a star and a superstar is simply that the superstar gets the most help! Cultivating the art of being the person others like to help, promote, and advocate for allows you to rise above your own abilities.

Is the #metoo movement having an effect on your profession?

Yes – in good ways and bad. I think women are less likely to tolerate inappropriate behavior in silence and men will be more careful. On the downside though, it can put a chill on mentoring and sponsorship of women leaders.

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If you are interested in securing a spot as a 2019 WIL Summit sponsor, please contact us at WIL@brandonhall.com. Sponsorships for this event are very limited.



A WAY FORWARD:
WOMEN IN LEADERSHIP SUMMIT
2019

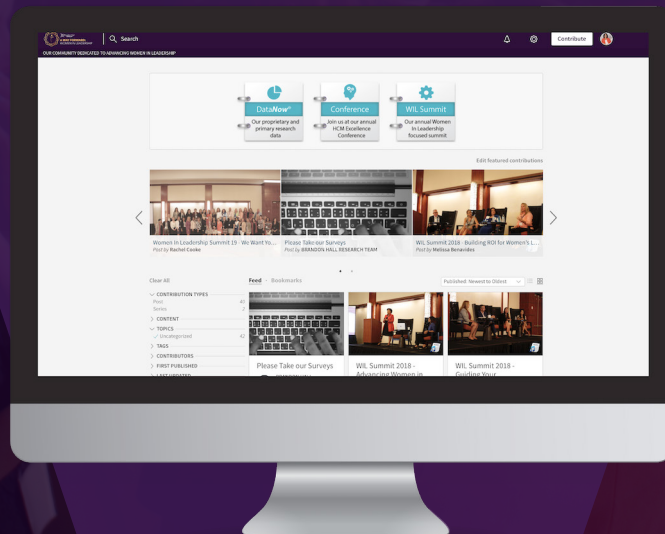
We are excited to announce that we will be hosting our next annual Women in Leadership Summit on May 1 & 2, 2019 at the Marriott Harbor Beach in Fort Lauderdale, Florida

A Way Forward: Women in Leadership Summit offers current female corporate leaders a diverse community to enhance skills and share ideas to build more inclusive environments in which they can improve personal and organizational performance. Brandon Hall Group's research validated the need to offer targeted development opportunities for women to improve capabilities, communication, understanding and sensitivity between genders and cultures. To grow and achieve their potential personally and professionally, women need support for addressing the unique internal and external obstacles they face.

Join Our Women In Leadership Network

We invite you to join our Women In Leadership network where we feature insights, articles, research and other assets focused on leadership development and diversity and inclusion. To join, simply email us at **WIL@brandonhall.com** to request your access ID and password.

You will gain access to research, reports, articles, blogs, tools, workshops, discussion groups and Q&A with subject matter experts and other peers in the network. Request your access today!





We Welcome Questions And Feedback

Contact us at WIL@brandonhall.com with your questions and feedback. We are always looking for more ways to engage with our community and participate in the global Women in Leadership initiative.

For more information about our women in leadership initiative and upcoming events, please visit www.brandonhall.com/WIL.

 Brandon Hall
GROUP



A WAY FORWARD:
WOMEN IN LEADERSHIP